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U.S. Department of Homeland Security

United States Coast Guard



Commandant United States Coast Guard

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JUN 6 2006

MEMORANDUM

From: F. A. Dutch, CAPT Acting, CG-13

[Handwritten signature]

Reply to: CG-133 Attn of: CAPT Cunningham (202) 267-6724

To: G-C
Thru:

TA 1/5
(1) CG-1
(2) G-CCS
(3) G-CV
all worthwhile efforts w/in budget constraints. Will take a closer look as time permits.

Subj: SPRING 2006 LEADERSHIP ADVISORY COUNCIL REPORT

1. Your Leadership Advisory Council (LAC) met at Training Center Cape May, New Jersey from 18-20 April 2006. The list of attendees and the slides presented at the LAC out brief are enclosed. The Council met its intended outcome of reviewing and assessing the leadership program while also broadening each member's understanding of the recruit training system and the unique responsibilities of the Training Center. The Council intends to continue using the three subcommittees to help meet your vision of ensuring every Coast Guardsman has the best possible leadership to carry out their missions.

2. The LAC is working to improve the leadership and professional development of all Coast Guard members by emphasizing high-impact, low-cost actionable items wherever possible. In addition to participating in the semi-annual council meetings, LAC members will use their unique talents between council meetings to work on committee initiatives and facilitate improvements in the leadership development program. The three LAC subcommittees and the focus of their efforts are:

a. Leadership Development Program Subcommittee

(1) The group continues to revise the Leadership Development Program Commandant Instruction that was originally signed in December 1997.

(2) The goal is to create a comprehensive Leadership Manual, to consolidate the existing instructions, clarify roles and responsibilities with the Leadership Development Center and CG-133, and provide one-stop shopping for users. The work is on track and the manual will be completed in approximately six months.

b. Five Year Leadership Planning Subcommittee

(1) The group previously reviewed the leadership continuum and matched existing training opportunities with each of the five responsibility levels; they found reasonable matches across the leadership continuum with the exception of gaps in the mid-level supervisor level for both officer and civilian leadership.

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(2) The group recommends a mid-level officer needs-assessment first to define requirements and the best way to fill these gaps. The group will review the Civilian Needs Assessment from 2000 to identify actionable items and determine if a new needs assessment is necessary. The cost for the mid-level officer needs assessment is \$55K and CG-13 is working to identify funds to carry out the assessment in FY07. ✓

(3) In anticipation of a FY07 needs assessment, the LAC discussed short term and low cost alternatives to address the gaps. The Council will review the new Organizational Assessment Survey (OAS) data to correlate identified gaps to ensure we are targeting the right issues. The Leadership Development Center (LDC) will also implement level III surveys for the Senior Leadership Performance and Skills (SLPS) class to determine if this course is meeting the needs for mid-level officers and civilians and if throughput should be increased. ✓

(4) The LAC looked at the Unit Leadership Development Program (ULDP) as an alternative to address the mid-level leadership training gaps. CG-133 and the Council will strive to increase use of the ULDP through improved marketing and by publicizing success stories from units participating in the program (using the Leadership Newsletter and LDC courses). This is a new program and the Coast Guard needs to continue to let the program work while encouraging units to take advantage of this resource. ✓

c. Leadership Content and Measures Subcommittee

(1) In response to a G-C question from the Fall 2005 LAC out brief, the Council researched the recruiting process relative to the leadership continuum and our leadership competencies. The Council found a significant correlation between the recruiters' present criteria and our "Leading Self" leadership competencies. The recruiters' "Whole Person" concept also naturally considers our Core Values in identifying the best candidates for service. ✓

(2) The Council will review the 2006 OAS data, as well as data from the career intentions survey and commanding officer satisfaction surveys, to identify areas for improvement in leadership development. —

(3) The group reviewed the Council's previous recommendation of a performance-based qualification for completion of Leadership and Management School (LAMS) prior to advancement to E-6. Rather than mandating LAMS before advancement to E-6, the Council recommends the Coast Guard continue other efforts to increase class attendance (increased road shows, use of the IDP for junior members, market to senior enlisted and commands, and publicize the students' positive reviews). —

3. The Coast Guard's success in operational matters can be traced to the strong leadership at all levels of the work force. Leadership development remains a business imperative as we focus on your first priority of mission execution. Despite previous lack of success in the budget process, I will continue to utilize LAC input to determine and document the resource requirements for this business imperative. Thank you for your continued support.

Enclosure

#

*Would like to
see Pub 1
women in.*

LEADERSHIP ADVISORY COUNCIL

| | | | |
|------|--------|------------|---------------------|
| CAPT | Dave | Brimblecom | USCG LDC |
| CAPT | Gene | Cunningham | CG-133 |
| LT | Warren | Judge | ESU New Orleans |
| CDR | Rob | Kortus | CG-133 |
| MKCS | Edward | Lewis | USCG Academy |
| LT | John | McGowan | Sector Delaware Bay |
| Ms. | Cora | McVey | CG-133 |
| CDR | Laurie | Mosier | CG-12B |
| LCDR | Tess | Neumann | Sector Guam |
| CAPT | Curt | Odom | TRACEN Cape May |
| EMC | Jerome | Rider | MLCLANT |
| PSCM | Jeff | Smith | MCPO-CGRF |
| COMO | Carol | Urgola | USCG Auxiliary |
| Ms. | Torey | Vaughn | CG-832 |
| Dr. | George | Yacus | LANTAREA |



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Issue: 5-Year Leadership Planning

Background:

- During the December 05 LAC brief, we recommended a needs assessment to define requirements and the best way to fill leadership training gaps for mid-level officers and civilians.

Discussion:

- Anticipating an FY07 needs assessment, short term and low cost alternatives were discussed to address the gaps.

Recommendation:

- Fund and complete the previously identified needs assessment in FY07 (CG-133)
- Review OAS data (FY02/04/06) to correlate identified gaps to survey results (to be done by LAC subcommittee)
- SLPS Course: Increase thru-put in FY07 (60 seats- estimate ~\$70K) to target O-4's while keeping civilian quotas; and implement level III survey before FY07



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Issue: Unit Leadership Development Program

Background:

- We looked at the ULDP as an alternative to address the mid-level officer and civilian leadership training gaps without using formal training.

Discussion:

- The ULDP is not being fully used to provide leadership training alternatives.
- Many units have conducted their assessments but have not taken action to improve their unit's training program via the ULDP. One problem is the lack of use of the ULDP coaches to create improvement plans (~1200 USCG units, ~500 units have POCs, 44 coaches).

Recommendation:

- Have all leadership training instructors discuss the importance of coaches and how to become a coach.
- Contact all current coaches and have them reach out to their units to assist with improvement plans.
- Add a connection on the ULDP site to walk a unit contact through a recommended action plan (1-2 minute video tutorial).



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Content and Measures

Issue: Recruiting and the Leadership Competencies

Background: At the Dec 2005 LAC outbrief, ADM Collins asked us to research the recruiting process relative to the leadership continuum and competencies.

Discussion:

- Leadership competencies are naturally considered.
HeadMD - Health and Well-being, Self Awareness and Learning
- Core Values are intentionally considered.
“Whole Person” Concept - Personal Conduct, Aligning Values, Accountability and Responsibility, Followership

Recommendation: Maintain current procedures.



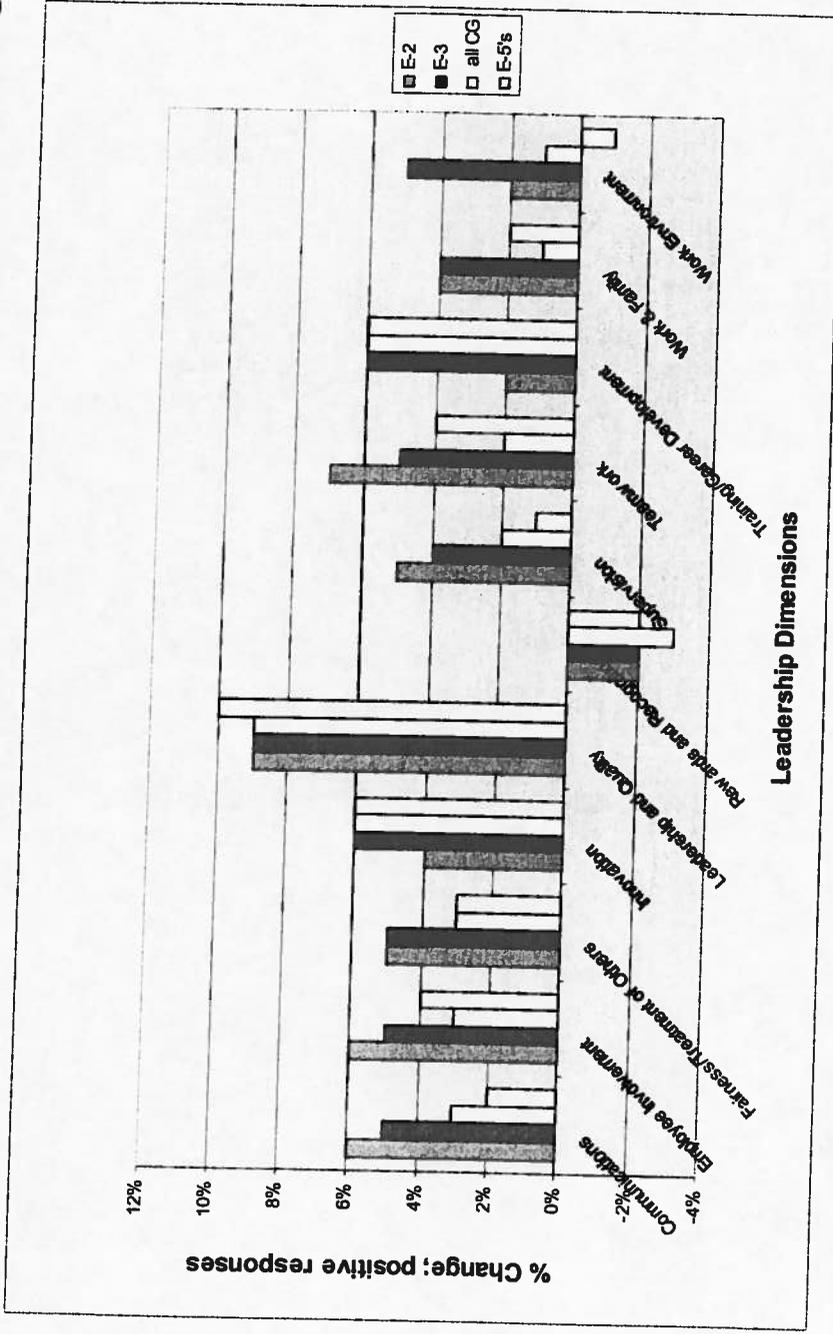
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LAMS - Change in OAS 2002-2004



- Dimension correlated to Leadership Competencies
- Return on Investment 3rd data point for 2006 to be researched for next LAC meeting.



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Issue: Leadership Development Program Sub-committee

Background:

- This subcommittee's purpose is the creation of a Coast Guard Leadership Manual

Discussion:

- To propose the format and content of the manual
- Plan is to use existing approved instructions to create a manual

Recommendation:

- A recommended table of contents has been developed. We will continue to develop the manual for the next LAC meeting. The proposal is on next slide.



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Issue: Proposed USCG Leadership Manual, COMDTINST M5351.1

- I. Introduction - Purpose, Background, Core Values, ties to Pub 1, Definitions**
- II. Policy and Doctrine - Administration, Responsibilities, etc.**
- III. Leadership Framework – Self, others, Performance & Change, USCG , Enl/Off/Civ**
- IV. Coast Guard Leadership – Schools, Courses**
- V. Unit Leadership – Unit Leadership Development Program**
- VI. Individual Leadership – IDP, Mentoring**
- VII. Awards & Recognition – Leadership Awards**
- VIII. Appendices – Instructions, Links, Tools**



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Issue: LAMS / Requirement for E-6 Promotion

Background:

- During Dec 05 brief we recommended consideration of requiring LAMS completion prior to advancement to E-6.

Discussion:

- We have evaluated this consideration with throughput capability and ability to fill classes with target E5s, while ensuring advancement rates and mission readiness are not adversely affected.

Recommendations:

- ✓ Continue Flag involvement.
- ✓ Identify E-5s who have not taken LAMS.
- ✓ Market to the Chiefs to create opportunities.
- ✗ Encourage local units to create their own requirements.
- Use IDP promote and recognize leadership training requests.
- Allow the first five recommendations to work for the next 6 months, track the progress and the effect, keeping the option of mandatory LAMS for advancement to E-6 open for future consideration.



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Leadership Continuum

(with Needs Assessments)

Red = needs assessments
Blue = pending reviews

| Level | Enlisted | Warrant | Officer | Civilian |
|---------------------------------|--|----------------------|--------------------|------------------------------|
| Executive | E10 | | O10/9/8/7 | SES |
| Senior Manager | E9 SENA RPT: ? (90's) | W4/W3 WONA RPT: ? | O6/O5 | GS15/14 CIVNA RPT: 2000 |
| Mid-level Supervisor | E8/7 EPME reviews: 2010 CPONA: ? (90's) | W2 WONA RPT: ? | O4/O3 | GS13/12 CIVNA RPT: 2000 |
| 1 st Line Supervisor | E6/5 EPME reviews: 2008 | | O2/1 JONA: 1999 | GS11/10/9 CIVNA RPT: 2000 |
| Worker | E4/3/2/1 EPME reviews: 2006 Non-Rate Workforce Structural Study: ? (90's) | | | GS1-8 CIVNA RPT: 2000 |



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